

2003 Annual Report

MICHIGAN DEPARTMENT OF CORRECTIONS



Keeping our Communities Safe

Dear Michigan Citizens:

As the Michigan Department of Corrections carries out its mission of ensuring the public safety, we must understand that as a state we cannot afford to build our way out of the prisoner population. The department's Five Year Plan to Control Prison Growth continues to fine tune our policies and practices so that we reserve expensive prison beds for the most violent and dangerous offenders.

We have already witnessed progress in slowing down new prison commitments and the return of technical violators by rethinking and re-emphasizing the use of community corrections approaches, placing those offenders in community programs who can benefit more from treatment options than incarceration.

It is also important to understand that approximately 90 percent of those incarcerated today will at some time in the future be released back to the community.

To ensure the success of those returning to society, the department has initiated a new re-entry initiative. The objectives of the initiative are to promote public safety by reducing the threat of harm by released offenders and to increase the success rates of offenders who transition from prison.

A major component of this effort is our recently launched Michigan Prisoner Re-entry Initiative and its emphasis on creating new collaborative approaches with public, private, state and local agencies to better prepare prisoners for release and re-entry into our communities. This shift in operational approach will see the transition of the offender coming from the community to prison and then back to the community as a single, integrated continuum. A National Institute of Corrections grant will provide training, education and on-site technical assistance to help Michigan restructure its transition practices.

Even though some exciting changes are underway within the department, this has been a difficult year for us all. We have faced the budget issues and concessions and the uncertainty that accompanies those challenges.

Like the residents of Michigan and the nation, we have stood by as our families and fellow employees were shipped out to war. We have rejoiced at their return and we have mourned the loss of our own brave heroes.

Throughout these difficulties, I have been grateful for the privilege to work with so many dedicated professionals. It is the thousands of fine employees of the Department of Corrections who keep things running smoothly. These men and women take pride in their jobs. They take their mission seriously and work hard to keep our communities safe.

Sincerely,

Patricia L. Caruso
Director
Michigan Department of Corrections



Vision Statement

The Department shall be the benchmark for all correctional agencies in how to treat employees with dignity and respect and providing excellent probation, prison and parole services.

Mission Statement

The criminal justice system consists of law enforcement, prosecution, defense, courts and corrections.

The primary function of the criminal justice system is to enhance public safety and ensure just punishment for criminal behavior. As one of the components of that system, the department's mission is to enhance public safety by recommending sanctions to the courts and, as directed by the courts, carrying out the sentences given to convicted adult felons in a humane, cost-efficient manner which is consistent with sound correctional principles and constitutional standards.

The department shall carry out this mission by:

1. The administration of an integrated corrections system consisting of probation, prison and parole supervision.
2. Working with local jurisdictions on the development of a wide range of correctional sanctions that are available to the courts such as restitution for victims, community service and public works projects, community corrections components, probation supervision, incarceration in prison and parole supervision so that offenders will be supervised in the most appropriate setting consistent with public safety.
3. Providing meaningful opportunities for offenders to help themselves to improve their behavior and become law-abiding and productive citizens through academic, vocational, work, recreational and religious programs.

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COMMUNITY SERVICE AND PUBLIC WORKS

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Community Partnering

The goal of the Michigan Department of Corrections (MDOC) is the assurance that Michigan's communities are protected. This task is accomplished through the confinement of convicted offenders to prison or to supervision while they reside in the community.

Across the state, 43 facilities, 10 camps and the Special Alternative Incarceration program house approximately 50,000 offenders. Community supervision provides guidance to another 71,000 probationers and parolees.

Community Alliances and Community Supervision

Many MDOC programs, from the supervision of parolees and probationers to the use of inmate labor for public service, contribute directly to the local communities in which these programs reside. While some of the latest and most successful programs are listed here, many others can be reviewed on the MDOC Web site at www.michigan.gov/corrections.

The *grant program* administered by the department's Office of Community Corrections (OCC), and the county jail reimbursement program offer financial incentives to local government to provide local sanctions for certain crimes and offenders saving costly prison beds for violent, assaultive or repeat offenders. This is coupled with an increased emphasis on treatment-oriented programs.

These partnerships with local communities reduce prison admissions, improve jail utilization, strengthen offender accountability and improve the quality and effectiveness of treatment programs in reducing recidivism.

The *Special Alternative Incarceration* (SAI) program (boot camp) provides an alternative to traditional incarceration and allows a second chance for youthful offenders to serve their sentence in an intensive, highly-structured environment with an accelerated time line.

Public Works Programs

The facilities and camps located across the state work to contribute to the community in which they reside. Local public works programs have provided community service for Michigan communities and state agencies by prisoners, probationers and parolees. Those ordered by the court or parole board to perform community service as a condition of their sentences work at nonprofit agencies cleaning floors, painting, moving furniture and clearing allies and parking and vacant lots. These are tangible ways that prisoners can give back to the community. It also gives prisoners the marketable skills and confidence necessary to succeed upon their parole.

A tremendous benefit is provided to the local community by minimum-security work crews who operate out of the state's camps and prisons. In 2003, 1,418,080 prisoner hours were spent on community work assignments. Those assignments included grounds maintenance at public buildings and parks and in cities and small municipalities. Work crews cut the grass in cemeteries, cleared trees and brush from road right of ways and cleaned up after floods and other natural disasters. They cleaned litter from highways and county roads and shoveled snow. They were involved in the construction of community pavilions and in the removal of abandoned buildings. They provided custodial workers for state police posts, maintained National Guard firing ranges and were involved in local recycling efforts. Communities were provided with a low-cost service that in many cases would not have been affordable to them.

COMMUNITY SERVICE AND PUBLIC WORKS

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Marquette Branch Prison assisted Marquette County during the month of May after it had been devastated by heavy rains and flooding. An earthen dike at the Silver Lake Basin in rural Champion Township and the Tourist Park Dam in Marquette County collapsed. The flooding brought great devastation and destruction to a wide area of Marquette County. Especially hard hit were areas such as the Tourist Park, Presque Isle Power Plant, the iron ore docks and miles of sandy beaches and shoreline along the City of Marquette. The facility provided prisoner work crews to aid in the clean up in the wake of the flooding.

Marquette Branch prisoners volunteered for weeks working virtually nonstop each day moving tons of trees, stumps, logs and sludge which clogged the beaches and river outlets. Many of the areas were cleared and cleaned two and three times as the lake and weather conditions redeposited more debris days after it had been cleaned.

The work crews teach prisoners job skills. It is a great tool that helps the prisoners develop a good work ethic and helps them get into a routine of going to work every day. The prisoners take pride in their work and learn self-confidence.

In addition to their work in the community, inmates produce food in MDOC facilities. This assists in making the facilities self-supporting. The introduction of institutionally-produced foods to a prison menu can have a dramatic impact on the cost of feeding prisoners. Prisoner workers involved in the prison farming operations demonstrate exceptionally good work habits and express satisfaction at working in the program.

Produce provided by these operations were fed to thousands of prisoners and shared with several communities making the prisons a good neighbor. Vegetable gardens at 22 prisons throughout Michigan yielded 485,192 pounds of produce with a wholesale value of \$375,034. A total of 66,942 pounds was donated to nonprofit organizations. The wholesale value of the donation was \$56,005.

Items produced by the facilities ranged from herbs such as sage and oregano to pumpkins and watermelons. Facilities produced 280,210 pounds of potatoes, 41,804 pounds of tomatoes and 24,493 pounds of cucumbers. The top three producing facilities in the state were Newberry Correctional Facility producing 270,908 pounds of vegetables, Kinross Correctional Facility and Hiawatha Correctional Facility with 54,178 pounds and Mid-Michigan Correctional Facility producing 27,867 pounds.



PROJECT CLEAN

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Project Clean

During the spring and summer of 2003, minimum-security level prisoners removed 10,300 bags of trash from 1,290 miles of Michigan highway.

In April of 2003, Governor Jennifer Granholm and then Michigan Department of Corrections Director William Overton announced a collaborative statewide effort among the Michigan Department of Corrections, local community corrections agencies, and the Michigan Department of Transportation to use minimum-security prisoners to pick up litter and other debris from Michigan roadways under a

program called Project C.L.E.A.N. (Cleaning Expressways and Neighborhoods).

The project, which ran through September 2003, cleaned trash and debris from roads and highways selected by the Michigan Department of Transportation. Michigan Department of Transportation also assisted in maintaining the safety of the worksites and collected the trash bags.

The project, which kicked off in Novi and expanded statewide, helped to maintain Michigan's natural beauty while providing a meaningful way for prisoners to provide a service to the community.



PRISON BUILD PROGRAM

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Prison Build Program

Efforts continue to assist in providing low-cost housing for Michigan families through the work of prisoners in the Prison Build Program and Michigan State Industries (MSI). The program assists Habitat for Humanity and other nonprofit organizations in providing housing and related products for low-income families through the use of inmate labor.

The program educates and provides hands-on training to inmates in the building trades and horticulture industries. The inmates construct walls, cabinets, trim and other housing components; build entire homes; design and create interior products; devise landscape plans and provide the needed horticulture products. The inmates are also linked to employers to find jobs and to aftercare programs to assist them in their reintegration after release from prison.

MSI began a program of reconditioning old computers for school children and, in cooperation with various organizations, expanded that initiative to provide a computer to each Habitat for Humanity home built in Michigan. For the fifth consecutive year since its inception, the Prison Build Program experienced an increase in the number of orders for housing components it builds for low-income Michigan families and contributed significantly in building 16 homes in one week in Detroit, including a home sponsored by Governor Jennifer Granholm and the Masco Corporation. The Governor also requested the assistance of the Prison Build Program on two initiatives to rebuild Michigan communities—the Children’s Action Network and rebuilding homes destroyed in Benton Harbor. Lastly, the Prison Build Program was a factor in Michigan being selected as the site for the 2005 Jimmy Carter Work Project, during which more than 225 homes will be built throughout the state between June 19 and June 24 for Habitat for Humanity International.

The Prison Build Program has evolved annually since a pilot project in 1998 and 1999 resulted in 72 sets of wall panels being built at three correctional facilities: Mid-Michigan Correctional Facility, Saginaw Correctional Facility and the Richard A. Handlon Correctional Facility. Each year, the program has grown in its outreach, quality of workmanship and contribution to Michigan communities. It is the commitment of the MDOC’s vocational education department, departmental administrators, staff and inmates that makes this nationally recognized program so successful.

The Prison Build Program produces many win-win situations. Through its construction and horticulture products, idleness is significantly reduced in the 18 correctional facilities currently participating; inmates are not only being trained, but are permitted to put that training into real-work use; low-income families are able to receive safe, decent and affordable housing; communities prosper; and justice is restored in that inmates are able to make a positive contribution to communities.



NEW PROGRAMS

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The Genesee Parolee Re-Entry Program (G-PREP)

First initiated in the Flint area, G-PREP is intended to reduce substance abuse relapse and recidivism among parolees. Upon parole release, the parolee is initially placed in residential treatment and must complete the initial phase of programming before they are allowed to relocate to an approved home placement. Treatment and a variety of community services are used throughout all phases of the program. Drug testing and immediate sanctions are also a component during the 12-month program.

Felony Non-Support Supervision.

The primary objective of this program is to increase the collection rate of child support arrearages in a felony court setting. The court focuses on offenders paying child support payments as well as court costs, attorney fees, a supervision fee and a crime victim's fee. Defendants under this docket are initially charged with a four-year felony. In cases which the defendant indicates he does not have the ability to pay off the amount of the child support arrearage in less than one year, the court in most cases will accept a plea to a two year misdemeanor. The cases are referred to MDOC upon sentencing. Probation supervision is enhanced with a focus on ensuring court ordered payments remain current.

Gateway

The prison reduction initiative utilizing the Gateway Diversion Program for parolees began in July 2003. The program is designed to give low-risk parole violators a residential sanction of five to 10 days. During the sanction, programming includes substance abuse education and cognitive and life skills.

Operation Starting Line

Available to all interested prisoners, Operation Starting Line programming was designed to reach prisoners who had not previously been involved in religious programming. Events were held at all MDOC facilities and camps in August of 2003. The presentations included performers who shared personal testimonies and messages of spiritual hope and encouragement. The goal was to involve them in follow-up programming to assist them in embracing religious values, with the expectation that religious values will help them reduce inappropriate behavior leading to misconducts as well as reduce recidivism.

TRATS (Transfer Request and Transportation System)

The system was implemented statewide after much success was achieved with the pilot sites initiated in 2001. TRATS, part of the OMNI system, provides readily accessible information and timeliness for approving transfers to ensure that they are processed in a safe, secure fashion. Computer programs have been upgraded. Cost reductions resulted from less paper use, reduced postage costs and reduced hours of staff handling transfer requests. Computerized record keeping also makes the information more readily available.

NEW PROGRAMS

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Telemedicine/Video Conferencing

Telemedicine and hearings related video conferencing expansion efforts continued in 2003. Facilities located in Alger, Baraga, Kinross, Newberry, Kingsley and Saginaw were added to the list of video locations for the Department of Corrections. Additional video rooms are being added to 12 existing sites throughout the state for a value added approach to network availability at those locations.

The MDOC started a pilot project in telemedicine in 1996 with four telemedicine sites. Since that time the program has grown to 22 sites to become the fifth largest correctional telemedicine program out of the 20 states known to engage in telemedicine. In addition, 15 video rooms have been added around the state for parole hearings, misconduct hearings, administrative meetings and witness testimony.

Eliminating transportation costs for prisoners are the most tangible savings. Increased public safety, productivity and efficiency in the delivery of services are additional benefits. There have been more than 5,200 telemedicine encounters since the inception of the program representing \$751,531 in avoided transportation costs.

The Michigan Department of Corrections is recognized through out the country for its success in telemedicine and video conferencing. Corrections officials and health care providers from Wisconsin, North Dakota, Indiana, South Carolina and the Republic of Puerto Rico have consulted with MDOC staff while starting projects in their own states.

The Parole Board has made a major commitment to conduct as many parole hearings over video as possible. Video hearings rooms are being added to each facility with telemedicine in order to utilize the existing network capabilities. Beta testing is underway using the LAN as the network interface for video conferencing. This will allow video installations at every facility in the state.

There are more than 90 District, Circuit and Probate Courts which have video conferencing capability and the department is developing a protocol for video hearings and witness testimony with the State Court Administrative Office. All Federal District Courts in the State are equipped to conduct video conferencing and its use for prisoner witness testimony is expected to become the standard in 2004. Other agencies and officials have communicated a desire to use video conferencing including the State Appellate Defenders Office and the Bureau of Immigration and Customs Enforcement.

Optical Vocational Technology (OVT) program & Humanitarian Optical Prescription Endeavor (HOPE)

Since October of 2003, the Optical Vocational Technology program (OVT), located at the Deerfield Correctional Facility, has graduated 48 students. Since the program began, 82 students have graduated in safety awareness and 57 in employability life skills. Nineteen have transitioned into the Humanitarian Optical Prescription Endeavor (HOPE). Prisoners who have completed this program have found employment in the optical industry upon parole.

In the process, over 203,000 pairs of donated and neutralized glasses have been distributed to Humanitarian Missions in the West Indies, Honduras, and other third world countries. The program has been expanded to provide minor optical repairs and fitting services to those prisoners confined to the Deerfield Correctional Facility.

Using two donated lensometers in 1996, the HOPE program began accepting donated glasses at the Deerfield Correctional Facility. Prisoners participating in this program sort and clean glasses donated through the Lions Club, the Rotary, Ferris State University, and private sources. They read the prescription, assign a unique identifying number, and bag and label with the prescription and identifying number for donation. In 2001, the program expanded to include a formal vocational training program with the help of Ferris State University. Prisoners seeking certification receive 360 hours of hands-on work which prepares them to take the certification examination through the American Board of Optometry. This certification allows the person to work as an optical dispenser.

This program has tremendous impact, providing training and the opportunity for certification for prisoners in a field where certified workers are highly sought. The program provides a service for the facility providing minor repairs to prisoners' eyeglasses, eliminating the need to remove them from the facility to be serviced. Additionally, this program provides the gift of clear sight to the thousands of people in third world countries who receive eyeglasses, which would have otherwise been discarded.

NEW PROGRAMS

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Health Care Cost-Savings Program

The Bureau of Health Care Services implemented a new more cost-effective formulary for all prisoner medical prescriptions on May 1, 2003 to better control pharmaceutical costs.

The costs of pharmaceuticals had been rising 16 to 18 percent annually prior to implementation of this formulary. By utilizing the most cost-effective drug within each therapeutic class and aggressive oversight of the prescription process, an average monthly saving of \$371,213 or 18.5 percent was achieved.

The contract for hospital/specialty services and primary care physician services continues to provide substantial cost avoidance for the taxpayers of Michigan. In addition, it has reduced the number of off-site hospitalizations and average days of hospitalization thereby reducing risk to the community. The contract provides a network of physician specialists, hospital and specialty services and primary care physicians to serve prisoner health care needs. In addition, it provides a criteria based review system which allows screening requests for hospital/specialty care against national criteria representing appropriate standards of care. The Department is assured timely access to care that is restricted to care that is medically necessary. It saves taxpayers dollars, reduces risk to the community by reducing offsite transport for services, and improves access to care for prisoners.



Project SAFE Streets

Project SAFE Streets combines the forces of local and state police agencies with MDOC personnel in an effort to apprehend fugitives and make our streets safer. In 2003 a total of 491 offenders were apprehended during three statewide sweeps. A total of 369 of those offenders were returned to prison or jail or placed in a treatment program.

FIVE-YEAR PLAN TO CONTROL PRISON GROWTH

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Five- year plan to control prison growth

In 2003 the department developed a five-year plan to manage the growth of the inmate population while addressing serious budget constraints.

The first goal of the department is, as always, to ensure the public safety. It was projected in December, 2002 that at the current rate of growth, the state would run out of prison beds for men before the end of 2003.

In early January, the department began drafting options to address this projected bed shortage and developed a five-year plan to control prison growth to avert this impending shortage.

The overall goal was to implement strategies that would control growth and eliminate opening additional facilities. All phases of the plan are now being implemented with positive signs of impact from Phase I.

Included in the five-year plan are administrative strategies that impact both growth and spending:

Expanding community sanctions for low-level offenders. MDOC will work with community corrections and law enforcement to reduce admissions to prison for alcohol and drug addicted nonviolent probation violators and offenders who would have been sentenced to prison for two years or less. Through the use of community sanctions for low-level offenders, preliminary figures indicate that intake has actually dropped by six percent.

Expanding community sanctions and control of parolee technical violators. This can be accomplished by expanding local programs that provide sanctions and control low-risk parolees who violate minor conditions of their parole to prevent returning them to prison. A decrease in the return of parolee technical violators has been reported.

Demonstrating that drug treatment courts reduce prison admissions. These courts can sanction and rehabilitate alcohol and drug addicted nonviolent parolees who are convicted of new nonviolent offenses. Currently as many as 70 percent of all nonviolent offenders in prison are alcohol and/or drug addicted. Guidelines for \$1.8 million for Drug Courts for prison bound felons have been developed with the Office of Drug Control Policy, the State Court Administrative Office, the Michigan Association of Drug Court Professionals and the Governor's office.

Apprehending Violent Fugitives. The MDOC, in collaboration with Michigan State Police, will apprehend more violent fugitives and probation and parole absconders. More than 25 local law enforcement agencies participated with MDOC and the Michigan State Police in a statewide SWEEP netting more than 100 violent fugitives. A subsequent sweep netted an additional 100 who were taken off the streets.

FIVE YEAR PLAN TO CONTROL PRISON GROWTH

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Razing Abandoned Houses and building new homes in communities damaged by crime in an effort to further expand outreach efforts that were started with the home construction partnership, Habitat for Humanity. The department plans to assist communities in razing abandoned houses.

Meetings have been held with urban center leaders in Flint and Grand Rapid to begin planning for assistance with razed building site clean up. The department is also working with Habitat for Humanity to assist with 150 homes throughout Michigan. In addition, agreements with Michigan State Housing Development Authority have been outlined that will allow the department to develop housing components for low-income families in Jackson, Midland and Flint using prisoner labor.

Cutting costs by using generic and lower cost medications for prisoners can be achieved by ~~utilizing the most cost-effective drug within each therapeutic class and aggressive oversight of the prescription process.~~

A local facility expansion program would increase the capability to house state prisoners in local jail beds. Legislation was signed into appropriations law that provides an emergency measure that can be used as needed. The measure should be used to eliminate the need for triple bunking and subsequent safety problems.

The five-year plan includes several critical long- term initiatives including:

Review PA 317 Michigan Sentencing Guidelines law to determine the impact on the use of prison, jails and other local resources. Determine the need for amending guidelines.

Improve the Michigan re-entry process for inmates. Under the direction of the Governor's office, the department is working with the National Institute of Corrections to reduce recidivism by focusing on three areas of improvement under the Transition from Prison to Community Initiative; Inmate preparation for release through risk/need reduction; improved parole plans through collaborative efforts with other state agencies for housing, welfare, education, employment, health and improved parole guidelines; parole supervision to include more emphasis on relapse prevention. Work continues on the major initiative.

Work with the Family Independence Agency to reduce juvenile crime so that fewer at-risk youth end up in prison.

Reform alcohol and drug addicted offender policies so that the service delivery system for alcohol and drug addicted offenders is maximized. Collaborations with the Department of Community Health are focusing on ways to reduce the tide of alcohol and drug addicted offenders flooding the prison system by examining priorities and service delivery challenges. This initiative is part of the Administration's focus on inter-departmental cooperation to address issues that bridge more than one state agency.

FIVE YEAR PLAN TO REDUCE PRISON GROWTH

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Reform mentally ill and developmentally disabled offender policies. Work with the Department of Community Health on long-term efforts to reduce reliance on the prison system for alcohol and drug addicted offenders and for offenders who are mentally ill or developmentally disabled. The department is working with the Department of Community Health to examine the impact of and responses to the high number of offenders who are detained/sentenced in local jails and sentenced to prisoners who are mentally ill or developmentally disabled. This focus is on more effective assessment and service delivery.

Improve parole guidelines so that the most sophisticated methods available are used to predict community success and improve efforts to prepare inmates for eventual release.

The department continues to fine tune the administrative initiatives, including meeting with local and state officials in an attempt to continue the diversion from prison of additional lower-level offenders by increasing the availability of community sanctions. This will reserve the prison beds for those offenders who should be removed from the community. Also included in our five-year plan are initiatives requiring legislative action.

THE MICHIGAN PRISONER RE-ENTRY INITIATIVE

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The Michigan Prisoner Re-entry Initiative

Implementation of the Michigan Prisoner Re-entry Initiative began in October 2003. The objectives of the initiative are to promote public safety by reducing the threat of harm by released offenders and to increase the success rates of offenders who transition from prison. The overall goal is to reduce Michigan's costly recidivism rate by fostering effective risk management and treatment programming, offender accountability and community and victim participation.

A National Institute of Corrections (NIC) grant is providing training, education and on-site technical assistance to help Michigan restructure its transition practices.

In an effort to reach this goal, a State Policy Team was formed, comprised of top level policy-makers from the Governor's office, and the Departments of Corrections, Labor and Economic Growth, Community Health and the Family Independence Agency, to create new collaborative approaches to respond to recidivism issues.

The re-entry initiative event brought together this coalition of corrections professionals and state agencies and included a presentation of the Transition from Prison to Community Initiative (TPCI). This is a model the NIC has tested and developed for improved offender re-entry. TPCI was developed through a cooperative agreement between the NIC, a private research and consulting firm and 35 corrections practitioners and academicians to help guide states in their reforms.

Michigan will plan and implement TPCI reforms through a multi-agency partnership involving the MDOC, state and local law enforcement agencies, criminal justice departments from state universities, neighborhood organizations, faith-based groups, crime victims and members of the general public.

The NIC grant will help the state move forward in blending the TPCI program into the Michigan Prisoner Re-entry Initiative.

The major focal points of the Prisoner Re-entry Initiative in Michigan include:

- ✿ The introduction of enhanced Assessment and Classification Guidelines that will improve the process of offender placement, management and programming while confined, as well as decisions regarding the timing and conditions of community release.
- ✿ The development of improved Transition Plans that can effectively span the boundaries of institution and community resources so that responses to offender risk and need are clearly articulated and can be addressed throughout the offender's institutional confinement.
- ✿ Increased efficiencies in the use of targeted release dates that will be developed from improved structured release guidelines that incorporate locally validated risk-prediction instruments.
- ✿ Improved case management techniques and training of MDOC field agents that focus on accountability and public safety and involve improved methods for offender monitoring, intervention, advocacy and human service delivery.
- ✿ Expanded options for field agents as responses to offender's community adjustments and achievements while under supervision.
- ✿ Improved discharge practices that effectively link the offender with the community.
- ✿ The development of a voluntary, community-based aftercare support system under the auspices of existing faith-based initiatives that will enhance the chances of ex-offender success after discharge from parole.

THE MICHIGAN PRISONER RE-ENTRY INITIATIVE

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Work groups are focusing on inmate assessment and classification, inmate behavior and programming, inmate release preparation, release decision making, parole supervision and services, revocation decision making, parole discharge and aftercare, housing, family and child welfare, alcohol and drug treatment, education, mental and physical health care, vocational training and employment.

Females in Transition—Female Inmate Bed Reduction Initiative

Females in Transition (FIT) or Female Inmate Bed Reduction Initiative began in December 2003.

The program was designed to provide support for a seamless transition into the community for moderate risk female prisoners. It includes the utilization of a female halfway house to reduce female prison bed overcrowding.

Eligible females parole to the Elmhurst Home-Naomi's Nest Halfway House in Wayne County. Programming includes life skills, cognitive skills, family reunification and child visitation, substance abuse, mental health, education, and employment skills to assist female parolees transitioning back into society after being incarcerated.

The program consists of pre-screening needs assessment while in prison, a residential program upon parole release, employment and housing planning and independent living with employment and continued parole supervision.

Supervision of parolees identified for this program includes enhanced supervision as follows: monthly community meetings with the U.S. Attorney's office, parolees, local law enforcement and parole agent. It also includes after hours home visits by the parole agent in partnership with local law enforcement.



VOLUNTEERS IN PREVENTION, PROBATION AND PRISONS, INC.

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Volunteers in Prevention, Probation and Prisons, Inc. (VIP) Mentoring

VIP Mentoring is a program that matches volunteers with children age 7-14 years old, who have a parent in prison. The mission of VIP Mentoring is to assist in the reduction of recidivism in the juvenile and criminal justice system.

DOC's Field Operations Administration is providing guidance and assistance to the program in connection with the new Michigan Prisoner Re-entry Initiative.

The mentoring program, in partnership with Mayor's Time, recently secured a \$240,000 multiple-year grant from the U.S. Department of Health and Human Services to provide the mentoring services for the children and youth in Wayne County whose parents are incarcerated in State or Federal prison. Mayor's Time is a program dedicated to improving the overall development of youth in Detroit and is focused on engaging students in after-school programming.

The mentoring program goes hand-in-hand with the re-entry initiative which works toward family and community integration. In partnership with the departments of Labor and Economic Growth, Community Health and the Family Independence Agency, the MDOC is spearheading the re-entry program that focuses on: improving inmate preparation for release, improving parole plans and the parole process and improving parole supervision.

More than 50 percent of Michigan's 50,000 inmates have school-age children impacting 25,000 families and 50,000 youth. Family and community support are critical for an inmate's successful transition to the community.



Parole

A revised parole discharge processing now includes the completion of a criminal history/warrant check approximately 30 days before the parole discharge date and again no more than 24 hours prior to the parole discharge date. A process for cancellation of the parole discharge has also been developed and instituted. An expanded use of video conferencing statewide for preliminary parole violator hearings and for parole violator revocation hearings provide public safety and cost savings.

Highlights:

- 1,048 more paroles were granted over the previous year, an increase of more than eight percent.
- During the year, there was an increase in the use of video conferencing by more than 20 fold over the previous year.
- The Parole Board purchased 10 additional video-conferencing units to expand the utilization of parole interviews via video over the coming months.
- Prisoner grievances fell by 50 percent.
- Lawsuits dropped by over 30 percent.
- In 2003 the Parole Board processed 1,064 cases under Michigan's drug laws. Of those, 521 prisoners were granted parole, 54 were continued, 21 are pending action and 468 have been scheduled on future trips for consideration based on their new eligibility date.
- In 2003 the Parole Board instituted projects to convert fixed date paroles to non-fixed date paroles .
- The Parole Board initiated the Continuance Review Project through which 516 cases serving on continuances were considered several months prior to their regularly scheduled interview dates. A total of 317 cases were granted parole an average of 60 days earlier under the new project.
- The Parole Board was involved in the development and placement of prisoners into the Going Home Program for serious and violent offenders.
- The Parole Board played an integral part in the Female Inmate Bed Reduction Initiative and Females In Transition.
- The Parole Board played an instrumental role in the launching of the Transition from Prison to Community Initiative, which set the stage for the Michigan Prisoner Re-entry Initiative.
- Three new members were appointed to the Parole Board late in the year. The 2003 Parole Board members include: Chairman John Rubitschun, Charles Braddock, Margie McNutt, Marianne Samper, Miguel Berrios, George Lellis, William Slaughter, James Bartholomew, Adrian Green, Barbara Queen-Johnson, James Quinlan, Barbars Sampson and James Atterberry.

MICHIGAN PAROLE BOARD STATISTICS

2003 Annual Report

Parole Consideration Cases	2003	2002	2001
Parole Grants:	12,788 – 51.8%	11,740 - 48.4%	10,868 – 47.7%
Parole Denials:	11,886 – 48.2%	12,520 - 51.6%	11,923 – 52.3%

Parole Board Yearly Statistics:	2003	2002	2001
SAI Paroles:	550	496	454
Prisoner Interviews:	22,280	21,106	19,958
Continuances without Interview:	1,320	1,066	928
Paroles without Interview:	2,007	2,045	2,625
Lifer Interview/Review:	659	963	618
Parole Suspensions:	470	576	695
Other Referrals:	1,513	1,745	1,693
Prisoner Grievances:	388	761	786
Pardon/Commutation Applications:	319	430	86
Litigation (lawsuits):	330	476	330
Video Conferencing Interviews:	1,097	50	47
Victim Notifications:	7,729	8,450	8,567
Correspondence Received	10,996	10,106	N/A

Parole Violation Cases:	2003	2002	2001
Parole Violation Arraignments:	2,058	3,495	3,169
Formal Hearings:	572	999	796
Prisoners Diverted to	173	241	N/A

Parole Violation Diversion Program

Other Activity:	2003	2002	2001
Preliminary Votes:	55,152	55,527	53,954
Votes for Parole:	26,145-47%	24,127-43%	23,550-44%
Votes for Continuance:	29,007-53%	31,400-57%	30,404-56%
Completed Decisions:	24,674	24,260	22,791

Legal Issues

Legal issues arise in the prison system just as they do in any community. These judicial decisions can affect the safety and security of corrections officers and inmates as well as the public. They can also offer guidance to the department in many of its financial obligations to the prison population. Approximately 1000 cases are filed against the Department in a given year, not including federal habeas actions challenging convictions; of those, approximately 95 percent are filed by prisoners and five percent are filed by employees. The following is an outline of the status of some of the major pending cases:

Bazzetta v McGinnis

Filed in 1996, this case challenged department visiting rules. The Court determined that because there is no constitutional right to contact visitation, the visitation rules adopted by the MDOC do not violate the U. S. Constitution. However, in January, 1998, the Court issued an opinion clarifying that its September, 1997 decision only applied to contact visitation. In April, 2001, the district court found that the MDOC's revised prison visitation rules were unconstitutional with regard to non-contact visitation, and a substance abuse visitation restriction that applies to both contact and non-contact visitation. the MDOC filed a petition with the U.S. Supreme Court and on June 16, the Supreme Court unanimously upheld the department's visiting restrictions at issue in the case and reversing the lower court's ruling. This ruling allows correctional facilities to effectively manage their prisoner population while keeping visitors, including minor children, safe from harm. Note twenty-one states and the federal government filed briefs in the case on Michigan's behalf. This allows prisoners to maintain significant relationships with their families and others while ensuring the safety of both the visitors and our facilities.

Everson v MDOC

In this case filed in 2000, corrections officers contested MDOC's decision to limit staffing of female housing units to female staff. The Court determined that gender-based assignments of the corrections officer positions and resident unit officer positions at the Robert Scott Correctional Facility, Western Wayne Correctional Facility and Camp Brighton constituted gender-based discrimination.

UAW v Winters, et al

The UAW filed this case in 2000, challenging the constitutionality of the Department's drug and alcohol testing policy for UAW classified employees. Plaintiff alleged that the Civil Service Commission's Rules and Regulations concerning drug testing of state classified employees violated the U.S. Constitution. In April 2003, the federal district court ruled that the challenged program is not unconstitutional.

Doe v MDOC

This matter was filed on behalf of current and former state prisoners who alleged that an MDOC policy directive that denies HIV positive prisoners placement in community residential programs, camps and farms violates the Persons With Disabilities Civil Rights Act (PWCRA), constitutional due process and equal protection rights, and the constitutional prohibition against cruel or unusual punishment. The matter was remanded back to Circuit Court, where it is currently in the discovery stage.

Neal v MDOC, et al

This case is the state court companion case to the federal court action in Nunn v MDOC. Plaintiffs are current and former female prisoners alleging sexual or physical assault/harassment by male MDOC employees, or retaliation for reporting such conduct. This matter was remanded to Circuit Court, and is currently in the discovery stage.

Fingal Johnson v Martin, et al

This is a class action brought by current or former inmates and the Melanic Palace of the Rising Sun organization. The class consists of all current and former Melanics, which number around 1,000 of the inmates currently incarcerated. Plaintiffs are challenging the taking of their “religious” material. Plaintiffs allege that a total ban on religious material took place between January and March 2000. Trial before U.S. District Court Judge Richard A. Enslen is scheduled for March 2004. Plaintiffs are seeking compensatory and punitive damages.

Consent Decree

Hadix v Johnson

Hadix v Johnson specifically involves the Charles Egeler Correctional Facility (SMN), the Parnall Correctional Facility (SMT) and the Southern Michigan Correctional Facility (JMF). There are several issues in *Hadix* which are unresolved at this time including issues related to medical care, heat and temperature, and fire safety issues. Judge Enslen issued a ruling in October 2002 requiring the Department to submit plans related to housing prisoners at risk of heat related illness in a temperature controlled environment and plans providing an alternative to compartmentalizing cell blocks at SMN and SMT to resolve what he determined to be constitutional issues relating to fire safety.

The Court rejected both plans submitted in 2002 and ordered the Department to submit another plan to address the heat related illnesses, and to submit alternatives or actual construction plans for the compartmentalizing of the cell blocks by December 31, 2003. The Department submitted and implemented a revised plan on heat-related illnesses in May of 2003, but no action has been taken by the court. An alternative plan to compartmentalizing cell blocks is being prepared and will be submitted in December of 2003. Court action on both plans is expected in the spring of 2004.

Cain v MDOC

In April, 1988, seven male prisoners filed a class action lawsuit which was assigned to Judge James Giddings in the Ingham County Circuit Court. The case centered on the control of the type and amount of property inmates are permitted, prisoners’ access to courts, and the prisoner classification system. In September, 1988, female prisoners were allowed to intervene, which resulted in additional issues. The case proceeded for the next eight years with the prisoners representing themselves and with no resolution of any of the actual claims in the case.

In August, 1996, the Michigan Supreme Court issued an order calling for swift resolution of the case and ordered the trial court to investigate the advisability of appointing special counsel to represent the class of male prisoners; Prison Legal Services of Michigan (PLSM) was appointed with an office located inside the prison.

Judge Giddings then held trial in the *Cain* case from April through December of 1997 and ultimately issued orders which resolved the property claims. No other claims were resolved.

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When the Department converted the Egeler facility, where the PLSM office and prisoners were located, to the Reception Center, the Attorney General's Office filed a motion with the trial court asking that PLSM be required to vacate any office within the Department. This was denied by Judge Giddings and the Attorney General's Office appealed. On December 27, 2002 the Court of Appeals issued an opinion and order requiring PLSM to move out of the Egeler facility. The Court ruled resoundingly in the Department's favor and upheld their previous requirement that the PLSM office and all 12 of the workers could be removed from Egeler.

Subsequent to this ruling, PLSM filed motions with the trial court, the appeals court, and the Supreme Court. On March 19, 2003 the Supreme Court ruled that Prison Legal Services of Michigan had to vacate their office within the Egeler facility and that the trial court had to ensure that the Cain case was brought to final Judgment by November 1, 2003.

Judge Giddings ordered the parties to negotiate with retired Judge Michael Harrison and after many months of negotiations, the parties approved a settlement. On November 6, 2003, the court entered four stipulations approving settlement agreements in the Cain case. The agreements covered access to courts, prisoner security classification, typewriters, and miscellaneous issues. This action ended the court's involvement in the 15-year-old case. The plaintiffs' counsel will continue to monitor compliance with the settlement until November of 2005 but the court's jurisdiction has ended.

The settlement of this case is important because it reinforces the necessity of the Michigan Department of Corrections to control the operations of the correctional facilities. The agreements entered into reinforce this responsibility, while acknowledging and providing for the required access to the courts, fairness, and appropriateness of the classification and placement of prisoners in our facilities. The settlements also reinforce the type and amount of property that a prisoner is allowed to possess, as well as the placement of prisoners.

Internal Audit Section

The Internal Audit Section has added value to the Department's operations by performing independent appraisals of the Department's activities to provide management with information regarding the adequacy of the systems of internal control. Internal control systems are designed to minimize potential risks such as prisoner escapes, assaults on staff and prisoners, prisoner suicide, loss of State assets, waste or abuse of State funds, inaccuracies in data systems and noncompliance with laws and rules. The section was recently recognized by the Department of Management and Budget for its risk assessment strategy and its innovative way of structuring its reports.

The Internal Audit Section has also facilitated risk assessment sessions with operational staff. The results of the facilitation efforts, as well as the independent appraisal efforts, have been the development of recommendations that have assisted management in identifying progressive steps that can be taken to improve the internal control systems throughout the department.

The County Jail Reimbursement program offers financial incentives to local governments to provide local sanctions for certain crimes and offenders saving costly prison beds for violent, assaultive or repeat offenders.

Prisoner Affairs Section

The Prisoner Affairs Section is responsible for investigating and responding to Step III grievances for the Director. Investigations into prisoner claims for reimbursement for lost/destroyed prisoner property are conducted by this Section; recommendations are made to the State Administrative Board.

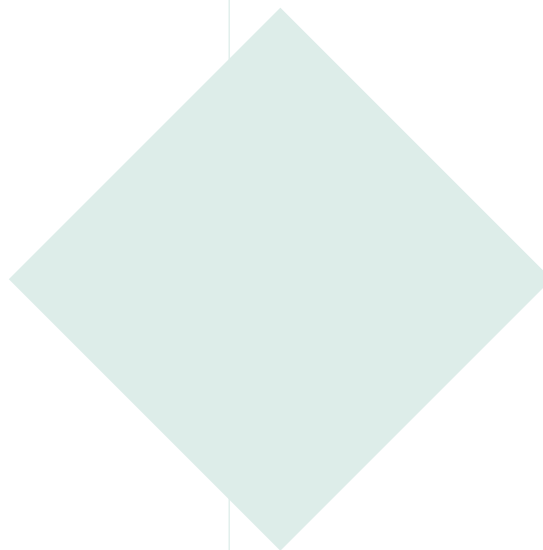
The Prisoner Affairs Section has reviewed and responded to 11,724 Step III prisoner grievances from January 2003 to October 2003. In addition staff has responded to 391 prisoner property claims.

Legislative Corrections Ombudsman

Funding for the Office of Legislative Corrections Ombudsman was eliminated for fiscal year 2003/2004. The Prisoner Affairs Section took on an even more important role as a resource for resolving grievances and exhausting administrative remedies prior to filing litigation.

Prison Reimbursement Act

The Attorney General on behalf of the State, collects money from prisoners to help defray the costs of imprisonment. The State seeks reimbursement if a prisoner has enough money to recover 10 percent of the estimated cost of imprisonment or 10 percent of the estimated cost for two years, whichever is less. During the 2003 fiscal year, a total of \$1,061,547.23 was collected for the State's coffer.



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Office of Personnel Services

In 2001 and 2002, reorganization and centralization of human resources resulted in the development of the Bureau of Human Resources. Within the bureau, the Office of Personnel Services was given responsibility for the Technical Services Section, Labor Relations, Drug and Alcohol Testing and for supervision of all human resources offices. A recurring theme during 2003 was implementing change while continuing to provide a high level of customer service.

The Bureau of Human Resources is currently working with the Department of Civil Service and other state Human Resources Offices in developing a plan for the optimization of human resources services on a statewide basis. The department is currently slated for participation in the second stage of the optimization process, which will allow an opportunity to provide input and assist in structuring the optimization plan.

The Technical Service Section continues to process the initial workers compensation adjustments for the Department of Corrections. The area has become a model for the entire State and has been contacted by several other State Departments for assistance. Approximately 375 files were completed in 2003. The Return to Work Project was reassigned to the section, and the program incurred savings by returning 14 employees back to gainful employment. An additional assignment given to the section was the implementation of changes in time reporting as a result of audit findings. The section has successfully trained and implemented the process of having employees in the Field Operations Administration and in Central Office enter their own payroll information into the data collection and distribution system.

This process electronically stores time which has eliminated the need for completing hard copy time reports, resulting in added savings to the Department. Through the efforts of the Technical Section, in conjunction with Central Office Finance, the Department was also able to recoup approximately \$50,000 from the Department of Management and Budget prior to the close of fiscal year 2003. Certain payroll deductions referred to as “unrecoverables” (credit union, garnishments and friend of the court) were being held by the Department of Management and Budget until specific documentation was provided to ensure these funds did in fact get recovered from the employee and returned to the department.

Throughout the year, labor relations continued to maintain a low number of pending third step grievances. The section prevailed in the vast majority of grievances that went to arbitration or hearing. Staff also assisted the Office of the State Employer in economic negotiations due to the state budget situation. The Drug and Alcohol Testing Unit maintained responsibility for oversight of pre-employment drug testing.

A reduction of force was implemented in September of 2003. Considerable effort was made to ensure employment preference rights were implemented in accordance with the appropriate collective bargaining unit agreement or Civil Service Commission requirements. A total of 206 employees were affected. Every effort was made to minimize the impact on affected employees.

Discriminatory Harassment Prevention Efforts

Staff who are approved to attend training for Discriminatory Harassment Investigators and Counselors are now required to meet stringent guidelines. The discriminatory Harassment Counselors and Investigators modules were updated to reflect the policy changes as well as making them more user friendly. Training for previous and new investigators and counselors occurred over a five-month period with nine sessions for investigators and 16 sessions for co counselors being conducted. The training resulted in 237 counselors and 168 investigators being certified throughout the state.

Other efforts for prevention of harassment in the work place included a presentation at the Statewide Recruitment meeting on Discriminatory Harassment & Diversity as it relates to recruiting. There was also a presentation

HUMAN RESOURCES AND TRAINING

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given at the Healthcare Administrators meeting on Discriminatory Harassment as it relates to management's responsibilities. EEO has continued to conduct the Discriminatory Harassment section for warden and deputy warden training.

Due to the tragic and unfortunate loss this year of several of our employees from either suicides or homicides, the EEO worked closely with the Employee Service Program to provide TISM services, as well as educational materials and resource materials to employees. A department-wide initiative was generated to provide information to all employees regarding depression, domestic violence, substance abuse, and other areas which may have an impact on our daily lives. Information was mailed to each facility and articles continue to be placed in the employee newsletter. By increasing the awareness of these issues, employees may feel more comfortable seeking help when struggling with these stressful situations.

Governor Jennifer Granholm's Vision and Values Training

In January, Governor Jennifer Granholm set in motion a wide-ranging effort to achieve her vision to make Michigan the best place in the country to live, work and raise a family. Pulling her cabinet together she asked them what they felt had to be the values they would share and hold themselves to. Three values were decided on: Excellence, Integrity and Inclusion.

In a June e-mail survey the Governor asked state employees to identify a fourth value vital to having a "great place to work" and they chose Teamwork. As a side note Corrections accounted for a full third of the survey responses. This set the stage to begin a massive statewide effort involving all 55,000 state employees in a series of meetings designed to:

- help articulate a set of shared values,
- solicit information on how to make workplaces great,
- identify links between state, department and personal values.

In June 25, Governor Granholm, the First Gentleman Dan Mulhern and David Fink, the Director of the Office of the State Employer, hosted a Vision and Values rollout meeting for "change agents." Attended by Department Directors and ten of their employees critical to the effort, its purpose was to illustrate the four-hour training program and discuss issues specific to individual department's rollouts.

Resisting the temptation to expedite the process by holding fewer meetings with more employee-participants DOC trained 17,000 employees in 500 sessions averaging 34 employees per session. This ensured a student-instructor ratio conducive to quality interaction and helped participants gain a thorough understanding of the course content.



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A majority of employees felt that it was inspiring, encouraging and expressed hope for the next stages of the program: follow-up measurements and how well we're living the values (surveys, focus groups, 360 degree: employee/peer/superior evaluations).

Using the existing mandatory training infrastructure, programming was conducted at no additional expense to the department or to taxpayers. But more importantly our employees personified the efforts' values by providing excellent programming through the teamwork of all administrations in all geographic locales, including cross-sections in each session of classifications, levels and disciplines while being true to our own values of integrity, ethical behavior, honesty, and fairness.

Leadership Training

A commitment to making good people great leaders was the mission put into practice in 2003. The Leadership Training Section developed outstanding leaders and subsequently made the department more effective.

A solid leadership foundation was built upon which the Department can continue to build. During 2003, more than 500 leaders were trained in 22 sessions conducted by the Leadership Training Section.

Teambuilding and inclusiveness were once again stalwarts of the leadership initiative. Feedback from participants continued to indicate that mixing administrations, disciplines and levels was of great benefit and one of the things the participants valued most about leadership training in 2003.

The budget woes and the ensuing staff shortages continued to reinforce the need for leadership not only to ensure proper growth and development of individuals, but also as critical succession planning for the entire Department's future.

The Leadership Training Academies continued as the preeminent sessions of the leadership programming. There was consensus among the Leadership Academy graduates that the Academies were an unparalleled success. The mid-managers who participated gained new knowledge, honed their leadership skills and built teamwork and camaraderie.

As part of the plan the Professional Development section to spread the word about leadership whenever and wherever possible, special leadership presentations were provided for the Parole Board and Hearings Officers retreats in 2003.

A Valuing Diversity component was added to the leadership curriculum in 2003. Due to the success of the program, it will be continued into 2004 with an eye toward connecting with an even broader cross section of leaders from throughout the department.

Director's Award

The department believes employees should be acknowledged for their excellence on the job and in the community. The employee awards program began in 1998 and each year awards are given to employees for exceptional efforts demonstrated throughout the year. The Director's Professional Excellence Award is given annually to an employee who is considered exceptional in his or her job performance and the Director's Award is given to one employee from among those selected for the Professional Excellence Award.

Tom Faussett, Manager, Physical Plant Division, Central Office received the department's 2003 Director's Award for his tireless work that has saved the department many thousands of dollars. Faussett heads a division with reduced staff and has reorganized and challenged staff to do more with less. One of his major accomplishments included

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a revamped fire safety program for the MDOC. This significant undertaking has meant safer facilities as well as cost savings for the department.

Faussett was one of a number of individual employees presented with the Professional Excellence Award for the year 2003. Award winners were presented with a framed certificate, a medal and ribbon, ribbon bars and a lapel pin. Faussett also received a crystal obelisk. The employee awards program also includes acknowledging and rewarding employees who make major achievements in the areas of citizenship, valor, lifesaving and meritorious service on a year-round basis. Employees can be nominated for awards by anyone in the department.

In the case of the Director's Award and the Professional Excellence Award, the nominations are reviewed by the appropriate Executive Policy Team member and then presented to the entire Executive Policy Team for a final decision. The Director chairs the Executive Policy Team.

Other awards are decided by the appropriate Executive Policy Team member and those awards are made by that member at the work site during the course of the year.



Tom Faussett

Corrections Officer of the Year Award



RUO Matthew Morgan

The state's top corrections officer is chosen annually and honored with a banquet sponsored by the Michigan Corrections Organization (MCO).

RUO Matthew Morgan, Baraga Maximum Correctional Facility, was selected by the State Standards Committee of the Michigan Correctional Officers' Training Council as the 2003 Michigan Officer of the Year.

RUO Morgan was one of five finalists chosen for the honor from candidates nominated from each institution including SAI and from each region of the Field Operations Administration. The other four finalists included: Chad Cunningham, Boyer Road Correctional Facility; Carol Eisman, Camp Cusino; Timothy McMillion, Camp Lehman and Gavin Piepkow, Southern Michigan Correctional Facility.

Candidates are judged on the basis of their work ethic, MDOC policy compliance, communications skills and professionalism. Each must provide a positive role model and sound judgment in emergency situations.

The finalists are selected by a committee of former officers of the year, an MCO representative, a custody supervisor and a training representative.

Milton Thrasher Award

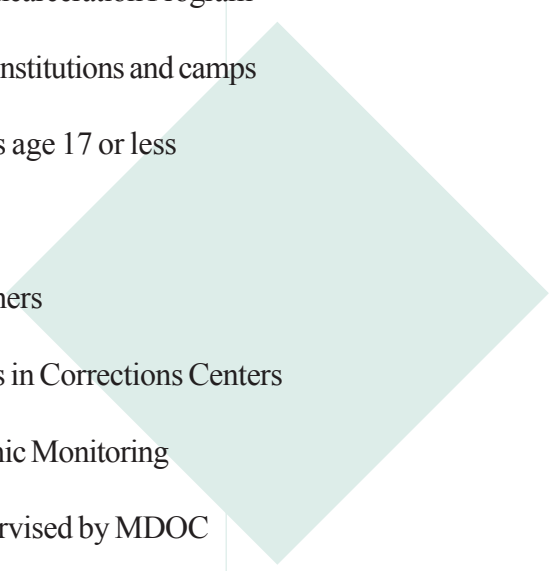
The MDOC received the 2003 Milton Thrasher Award for Exemplary Gang/Security Threat Gangs Program. This special series of Thrasher Awards are designed to recognize exemplary gang prevention/intervention initiatives and agencies annually in the United States.

By identifying suspect gangs and members the department can continue its dedication to safer and more secure facilities as well as finding cost effective measures to deal with the population of dangerous security threat groups/members and their impact on overall operations.

2003 ANNUAL FACTS AND FIGURES

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Facts and figures year end 2003



Number of prisons	43
Number of camps	11
Special Alternative Incarceration Program	1
Prisoner popultion--institutions and camps	48,929
Number of prisoners age 17 or less	93
Number of parolees	17,449
Number of probationers	55,171
Number of offenders in Corrections Centers	204
Prisoners on Electronic Monitoring	266
Total offenders supervised by MDOC	122,019
FYI 2003 budget	\$1,683,830,830
Number of MDOS staff including 8,982 corrections officers	17,295

2003 ANNUAL FACTS AND FIGURES

2003 Annual Report

2003 Annual Facts and Figures

Michigan prisoners:

35 average age for men

36 average age for women

53.2 percent were black

43.7 percent were white

3.1 percent American Indians,
Hispanics and Asians

Percentage of prisoners housed at security level:

CRP: .9 percent
(centers and electronic monitoring)

Level I: 35.1 percent

Level II: 35.2 percent

Level III: 3.1 percent

Level IV: 10.8 percent

Level V: 4.0 percent

Level VI: (Prisoners in Level VI are
generally housed in administrative segregation or
detention.)

Administrative Segregation: 3.2 percent

Detention: 0.9 percent

Reception: 3.4 percent

Other special use housing such as mental health,
protective segregation: 3.3 percent

Paroles

Number of paroles granted in 2003: 12,789

Average parole approval rate: 51.8 percent

Prison commitments: 10,312
(excluding additional sentence imposed)

Yearly costs per prisoner in FY2003

Average: \$24,680

Minimum
Level I: \$18,684

Medium/Close:

Level II: \$19,273

Level III: \$18,838

Level IV: \$24,005

Multi-Level: \$21,153

Maximum
Level V and VI: \$30,803

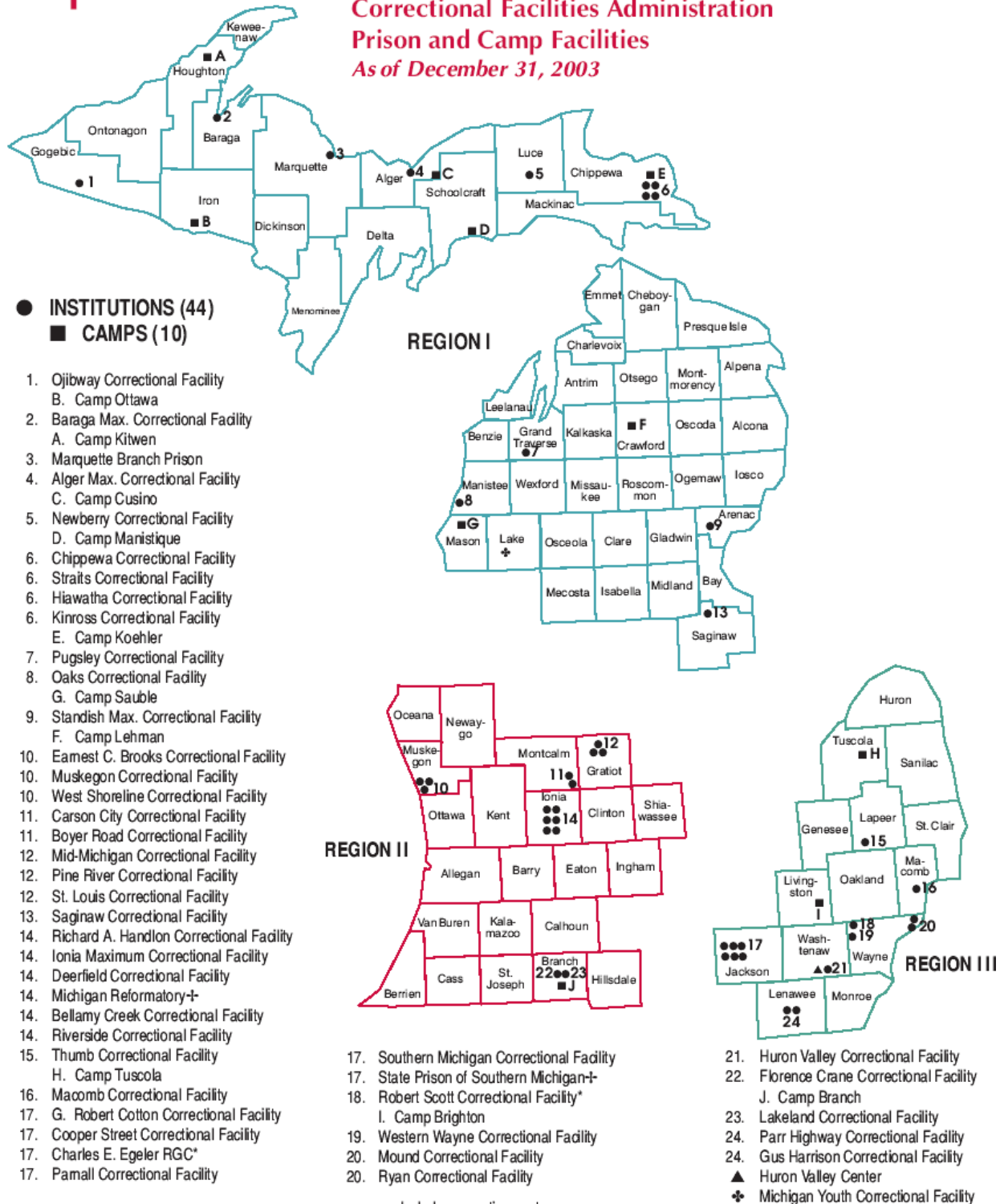
Parole/Probation Supervision:
\$ 1,800

2003 CORRECTIONAL FACILITIES ADMINISTRATION MAP

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Map

Michigan Department of Corrections Correctional Facilities Administration Prison and Camp Facilities As of December 31, 2003

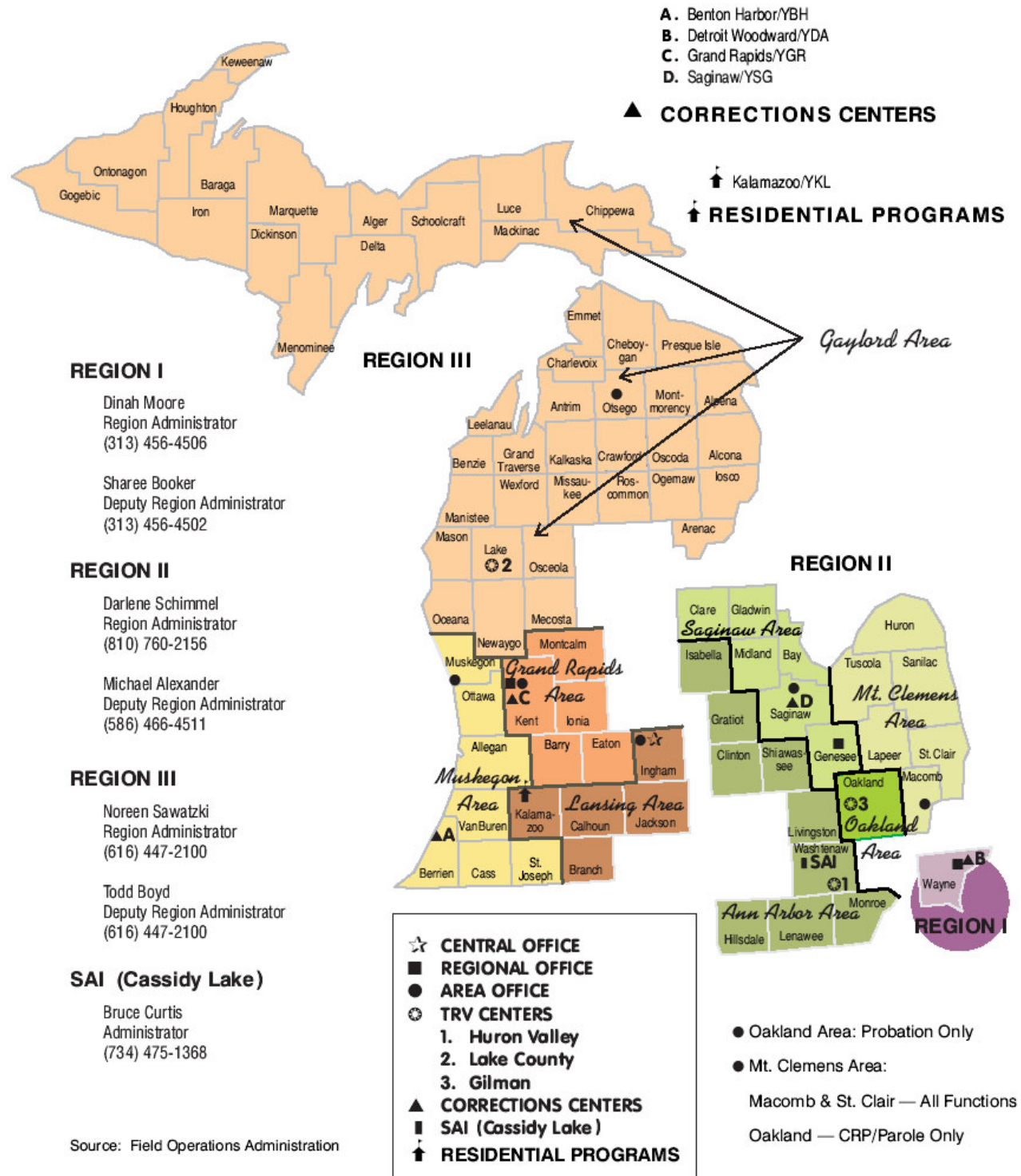


Source: Correctional Facilities Administration

2003 FIELD OPERATIONS ADMINISTRATION MAP

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MAP Michigan Department of Corrections Field Operations Administration Regions and Areas As of December 31, 2003



Source: Field Operations Administration

www.michigan.gov/corrections